

EXCOM 82-7030
29 July 1982

MEMORANDUM FOR: Executive Committee Members

FROM: Dianne Rankin
Executive Assistant to the DDCI

SUBJECT: Minutes of 22 July 1982 Executive Committee
Meeting: HUMINT Collection Capabilities;
Analytic Capabilities (S)

25X1 1. The Executive Committee met on 22 July 1982 to continue Phase III of the long-range planning process, focusing on HUMINT collection and analytic capabilities. [] (ExDir) chaired the session; participants included Messrs. McMahon (DDCI); Fitzwater (DDA); Stein (DDO); Gates (DDI); Hineman (DDS&T); Taylor (ADDS&T); [] (Acting IG); Glerum (D/OP); and Childs (Comptroller). (A/IUO)

25X1 2. Analytic Capabilities. [] reviewed the steps in the planning process to date and then highlighted the key points of the DDI's paper on analytic capabilities, which he found excellent. He emphasized the implications for more contributions from the rest of the government and the implied trend toward publishing more information under the aegis of other departments, particularly Commerce and State. Mr. Gates affirmed the latter, citing the example of DDI-produced papers on terrorism being distributed by State to American businessmen living abroad. Amplifying the major themes of the planning paper, [] (DDI/PMS/PG) advised that the DDI probably would not want to exceed a work force of about []. He also explained the need for additional computer assistance to permit analysts to do the more sophisticated modeling that is increasingly required. (C)

25X1 3. Messrs. Hineman, Stein and Fitzwater praised the paper, and Mr. Fitzwater added that his directorate would be able to anticipate the support capabilities the DDI will require for implementing its proposed plan. Mr. Glerum mentioned that the personnel the DDI hoped to recruit over the next decade included primarily hard-to-get categories, such as economists, scientists/engineers and computer scientists. This will require extensive DDI involvement in the recruiting process. In response to Mr. Childs' comments, Mr. Gates affirmed that the planning paper reflected the DDI's priorities and tracked with past DDCI/DCI guidance. Mr. McMahon pointed out that the paper was consistent with the 1985 Capabilities Study. Mr. Gates added

~~SECRET~~

~~SECRET~~

that it also was consistent with the National Intelligence Topics and the budget. The Committee approved the paper. (A/IUO)

4. HUMINT Collection Capabilities. Mr. Stein acknowledged that this paper could use some more work and welcomed members' suggestions. He noted that the DDO culture did not lend itself to planning as precisely as the DDI's did. [redacted] (DC/PCS/DDO) then highlighted the HUMINT paper. He noted the need for more exploitation of open source data, clarifying responsibilities in clandestine collection, and a broader approach to foreign liaison. He explained that instead of identifying operational capabilities for each intelligence target identified by the DDI, the HUMINT paper focused on generic capabilities that cut across target areas, such as more and better audio penetrations, combined technical and HUMINT collection to overcome access barriers, and increased recruitment of foreign military officers. [redacted] said that he found the DDI's projected view of the world in the next decade too pessimistic. He suggested that instead, intelligence agencies should be concentrating on identifying the exploitable weaknesses of our adversaries. (S)

25X1

25X1

5. Mr. Gates agreed with the paper's call for clarifying DDI priorities and increasing the exploitation of open source material. He noted that quite a bit had been accomplished in identifying our adversaries' weaknesses for policymakers. He maintained that the DDI planning paper's projection of an extremely challenging, complex world in the years ahead was a valid one. He then noted the following concerns with the HUMINT paper: It did not address long-range strategies or objectives; it focused on DDO concerns rather than the more substantive, strategic elements of the Agency's business; and it focused on the tools of the Agency's work rather than the Agency's overall objectives. Mr. Gates also said the paper provided no sense of building up DDO capabilities. He suggested that intelligence needs will not diminish, requiring establishing clear priorities for building future capabilities. He pointed out the lack of any strategy for improving cover. In summary, he found the paper focused on immediate DDO concerns rather than on a long-range strategy for building capabilities needed in the years ahead. (A/IUO)

6. Mr. Stein acknowledged Mr. Gates' comments. He explained that it was difficult for his Directorate to escape the constraints of insufficient cover and lack of slots in Embassies in thinking about future capabilities. He welcomed the opportunity to determine what collection opportunities existed for specific intelligence targets. (S)

7. Mr. Hineman generally concurred with Mr. Gates' comments, suggesting that the HUMINT paper should specify what needs to be done to satisfy future intelligence needs and the problems involved so that senior managers could then make the required decisions. [redacted] explained that sections in the

25X1

~~SECRET~~

paper on combined HUMINT/technical collection, audio operations and increasing recruitments of foreign military officers had been intended for that purpose. Mr. Taylor thought the paper had some interesting ideas and represented a good start. He encouraged the DDO to consider the suggestions offered in revising it. (S)

8. Mr. Fitzwater said that he had similar problems with both the HUMINT and technical collection papers because both failed to lay out a strategy and plans for the future. He suggested both be given more time and begin their revisions by addressing one intelligence target at a time. Mr. Gates mentioned that both papers should be tied more to the substantive priorities the Agency must address in the years ahead. (A/IUO)

9. Mr. McMahon observed that the HUMINT paper was not a planning paper but a reflection of the DDO's frustration with its current problems. He stated that the DDO had to take the DDI's projection of the future environment as a given and determine what the DDO could do against the identified targets. As specific examples, he said the DDO should be thinking about what it needs to do to maintain its stable of agents and replenish the 25 percent it loses annually; how to effectively plow the knowledge gained from experience back into operational training courses; needed improvements in clandestine technical collection; how to tackle the nuclear proliferation target; and how to increase collection in the Third World. He noted that problems regarding the DCI's supremacy in clandestine collection represented an irritant, not a planning issue. He urged the DDO to exploit the knowledge of the thousands of military personnel serving overseas. He observed that the 1984 budget will not solve the problems of the rest of the decade. The DDO should be identifying the language skills and other technical skills it will need in the years ahead so that these needs can be factored into future budgets. He acknowledged that the HUMINT paper represented progress in the Agency's planning process and encouraged the DDO to incorporate the suggestions offered in its revision. (S)

25X1 10. [] agreed that the planning process continued to be a valuable learning experience. He suggested that additional guidance would be required before Mr. Fitzwater could launch the support phase. He therefore asked that both the DS&T and DDO be given time to revise their respective collection papers. They should both include one-page statements of the capabilities and improvements that will be needed to address each intelligence target. They should also identify any infrastructure required and any generic problems to be tackled. The papers on covert action and counterintelligence will be postponed until 12 August. The Interdirectorate Planning Group will then review all the Phase III papers to develop alternative investment strategies for Executive Committee consideration. In mid-September the Committee will meet again to reach a preliminary judgment regarding priorities for addressing

SECRET

Approved For Release 2005/08/15 : CIA-RDP89-01114R000300040017-2

intelligence targets. The DDA will then be able to focus its support planning accordingly. [REDACTED] adjourned the meeting.

25X1

25X1

cc: Acting Inspector General
Director of Personnel
Comptroller

Approved For Release 2005/08/15 : CIA-RDP89-01114R000300040017-2

SECRET

Distribution:

- 1 - O/DCI
- 1 - DDCI (File EXCOM Subject)
- 1 - ExDir
- 1 - DDI
- 1 - DDA
- 1 - DDS&T
- 1 - DDO
- 1 - Comptroller
- 1 - D/OP
- 1 - Acting IG
- 1 - Planning Staff
- 1 - ER via ES
- 1 - EXCOM Minutes

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Proposal for Revision of Long Range Planning Cycle

FROM:

C/HRPS/OP
1012 Ames

EXTENSION

NO.

DATE

29 Jul 82

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EA/OP
5 E 58 Hqs

29 JUL 1982

TB

2. DD/OP

3. D/OP

29 JUL 1982

A

Pete asked me to share with you the change in schedule for the Long-Range Planning effort. Phase IV, which includes personnel, is rescheduled from 1 Jul-15 Sep to 1 Oct-15 Nov. The purpose is to permit more adequate preparation of the preceding phase dealing with priorities and strategy.

CONFIDENTIAL

Approved For Release 2005/08/15 : CIA-RDP89-01114R000300040017-2

PROPOSAL FOR REVISION OF LONG RANGE PLANNING CYCLE

CURRENT SCHEDULE

- Called for completion of Phase III by 1 July
- Phase IV (Support capabilities) 1 July-15 September
- Phase V (Long Range Forecast) 15 September-15 October

PROBLEMS

- With the transition in DDCI and EXDIR offices, the Phase III EXCOM sessions had to be postponed, extending the Phase III schedule by about one month. Last Phase III EXCOM meeting was set for 29 July (Covert Action and Counterintelligence presentations).
- Two Phase III papers (Technical Collection and HUMINT) need substantial modification and re-review.
- Even with the existing slippage, the Covert Action paper could not be completed in time for EXCOM review on 29 July. It was decided to also postpone presentation on the CI paper.
- The EXCOM has indicated a desire for a preliminary assessment of how the ideas generated in Phase II and III fit together. They also want a preliminary idea of investment utility.

PROPOSAL

- Create Phases IIIb and IIIc as follows

PHASE III b

- Redraft the HUMINT and Technical Collection papers, to include the following information:
 - .One-page capability, incremental improvements and/or major initiative statement for each intelligence target
 - .Section on generic and/or infrastructure problems and needed improvements (incremental or major initiative).
- Reschedule the EXCOM sessions for Phase III papers as follows:
 - 12 August: Covert Action and Counterintelligence
 - 24 August: Technical Collection and HUMINT

PHASE IIIc:

- Create this subphase of the planning effort to produce a preliminary assessment of intelligence targets and collection initiative priorities.
- The Planning Staff would create intelligence target perspectives from the one-pagers produced in Phases II and

Approved For Release 2005/08/15 : CIA-RDP89-01114R000300040017-2

CONFIDENTIAL

CONFIDENTIAL

Approved For Release 2005/08/15 : CIA-RDP89-01114R000300040017-2

IIIb (the problems and information needs; technical collection and analysis capability statements).

- Covert Action and Counterintelligence would continue to be treated separately.
- The Planning Staff and IPG would lead an assessment, at the DD or OD level, of the target/capability initiative combinations which are deemed to have the highest potential for payoff.
- The Interdirectorate Planning Group and the Planning Staff would create a preliminary investment strategy model for EXCOM consideration.
- This activity would take place from mid August through mid September.

ACTIONS

- Conduct IPG/PS effort to define assessment and investment methodology.
- Reschedule Long Range Activities as follows
 - 12 August: EXCOM on Covert Action and Counterintelligence
 - 24 August: EXCOM on Revised Technical Collection and HUMINT papers
 - 24 August-12 September: Prepare target perspectives and conduct priorities assessment survey.
 - 13 September-17 September: IPG and PS prepare preliminary forecast model for EXCOM.
 - 23 September: EXCOM review of preliminary forecast
 - 1 October-15 November: Conduct Phase IV (Support Capabilities)
 - 15 November-15 December: Conduct Phase V (Long Range Forecast)

Approved For Release 2005/08/15 : CIA-RDP89-01114R000300040017-2

CONFIDENTIAL